

STATE OF IOWA AFFIRMATIVE ACTION/DIVERSITY PLAN AND REPORT

Diversity Plan's Relationship to Affirmative Action

Each department will submit by July 31st an Affirmative Action/Diversity Plan to DAS, who will receive it on behalf of the Diversity Council. This document is to report on your activities and accomplishments for FY 2008, and report on your intended activities for FY 2009.

For the purposes of this document, the term protected classes refers specifically to females, minorities, and persons with disabilities. Protected classes may be subject to numerical goal setting in employment. The term diversity includes the protected classes, but also includes broader differences, such as age, sexual orientation, and religion. These differences are not subject to numerical goal setting in employment, but may be protected by non-discrimination statutes and policies. Please refer to Executive Order Four and the State's EEO/AA Policy for more details.

Diversity Plan Content and Design

(The following AA/Diversity Plan and Report format is required; however additional material may be submitted or referenced.)

I. Hiring and Promotion Practices

You submitted a baseline of your current hiring and promotional practices to DAS in February 2008. DAS will be contacting you to address questions and seek clarification of your submission. You will not need to submit any additional information until these meetings take place over the next several weeks.

AGENCY ACTION: If you have made any changes to your hiring practices during FY 2008 since your February submission, please submit these changes as part of your FY 2008 AA/Diversity plan results. In addition, if you plan any changes in FY 2009 those may also be submitted.

II. Recruitment and Retention Plan

AGENCY ACTION: Please fill in the text boxes in the template to describe any activities or initiatives you took in FY 2008 to address recruitment issues in your agency and your plans for FY 2009.

Recruitment and Retention Plan Intent

Recruitment and Retention of a skilled, productive, and motivated workforce is critical to establishing and maintaining a culture of excellence. Department plans will reflect specific departmental skill and workforce makeup needs to reveal opportunities for attention and improvement. These plans are intended to document your efforts in creating a culture of excellence.

Recruitment Plan

The purpose of the department's recruitment plan will be to position state government at all levels for success in finding, acquiring, retaining and promoting quality talent.

The primary components of the recruitment portion of the template include:

- Organizational Strategies
- Analysis of Factors Affecting Recruitment
- Sourcing Activities and Tools
- Other Recruitment Management Methods
- Milestones and Time Tables

Organizational Strategy

Improving diversity will help us advance our long term strategic objectives and business goals in the following manner:

Iowa Law Enforcement Academy

The three to five year goals for ILEA include providing up-to-date and state-of-the art training to peace officers, jailers, and telecommunicator specialists by well trained instructors with adequate equipment in a state-of-the -art facility. Improving diversity will help assure the best training for all backgrounds.

The overall organizational strategy for recruitment in my department for FY 2008 and changes for 2009 will include the following:

FY 2008 The ILEA works with DAS Brassring to obtain potential applicants. One support staff position was filled in FY 2008. The names were received from DAS Brassring, a review process was established. Initial interviews were conducted by

three staff members with the Director doing the final interviews of those with the highest scores on the first interview standards.

FY 2009 The ILEA plans to hire one part-time support staff and two instructors in FY 2009. DAS Brassring will be utilized. The IACP (International Association of Chiefs of Police) has a free web site where jobs can be listed. This will be used for the Law Enforcement Instructor.

All applicants will be considered with initial minimum standards of job requirements being used for initial screening. First level interviews will be conducted by staff or the ILEA advisory committee with final interviews being conducted by the Director.

Describe how managerial staff is assigned or otherwise allocated to the recruitment function. Please list what levels of management are involved in the recruitment function:

FY 2008 The ILEA has only two management positions. The first is the Support Staff supervisor and the second is the director. Other support staff are being utilized for initial interviews of support staff position. The ILEA advisory committee is utilized for initial interview of instructor positions.

FY 2009 As above.

The name and contact information of a primary recruitment contact for usage by DAS is:

Shelley Cabelka, Iowa Law Enforcement Academy, 515-242-5357
Director Penny Westfall, Iowa Law Enforcement Academy, 515-242-5214

Analysis of Factors Affecting Recruitment

Based on known or projected staffing needs for FY 2009, please provide an estimate of the number of vacancies you plan to fill in FY 2009. (Note: this is for general information only and not intended to replace the affirmative action analysis and goal setting for FY 2009):

One part-time support staff and two instructors.

Of the total number of positions to be filled, the following job classes have been identified as difficult to fill based on previous experience:

Law Enforcement Instructor

Of the total number of positions to be filled, the following job classes have been identified as high turnover:

None

Of the difficult to fill and high turnover job classes, list recruitment barriers experienced by job class:

A four year degree or training experience is required for the Law Enforcement Instructor. The Academy has used only DAS Brassring in the past. The Academy plans to place information on the IACP (International Association of Chiefs of Police) website when the second instructor is advertised for.

Of the difficult to fill and high turnover job classes, those which are typically underutilized for protected classes (females, minorities, or persons with disabilities) are:

Law Enforcement Instructor

List the barriers that have been identified in recruitment of the protected classes:

Few females or minorities work in the law enforcement field.

The following methods and activities are planned to deal with recruitment barriers in FY 2009:

The IACP job web site will be used in addition to the DAS Brassring.

Sourcing Activities and Tools

In FY 2008 we attended the following career fairs, networking events, and community events:

None.

In FY 2009, we plan to attend the following career fairs, networking events, and community events:

None planned at this time.

Besides the DAS BrassRing applicant tracking system, we use (or plan to use in FY 2009) the following sourcing tools:

Tool	FY 2008	Budget Est.	FY 2009	Budget Est.
Internet Job Postings	NA	NA	IACP website	0
Resume Search Products	NA	NA	NA	NA
Standard News Print	NA	NA	NA	NA
Specialty Trade Journals	NA	NA	NA	NA
Radio	NA	NA	NA	NA
TV	NA	NA	NA	NA
Open House	NA	NA	NA	NA
Search Firms	NA	NA	NA	NA
Temporary Staffing	NA	NA	NA	NA

Other (please list):

None

Identify which of these sourcing tools; either individually or in combination, are most effective in your experience:

DAS HRE and Brassring are the only tools the Academy has used in hiring.

Other Recruitment Management Methods

In FY 2008, we recruited passive candidates in the following manner (passive candidates are those not actively seeking employment):

It is not uncommon for officers to send the Academy their resumes. These individuals are told to watch the DAS HRE website for possible job openings. The resumes are kept on file at the Academy.

Does your agency use interns? If so, please describe your process for recruiting, such as posting to your website or DAS, hiring as temporary, use of Americorps, etc.:

No

Please indicate whether you utilize temporary employment services to provide potential candidates for permanent hire, and if so the process you follow:

No

Describe how you handle, track, or otherwise process unsolicited resumes. Indicate if/how you share these within your agency or with other agencies:

See above. The request has always been for employment at the Academy as an instructor so resumes have not been sent to other agencies.

Milestones and Timetables

Summarize your FY 2008 recruitment milestones and identify opportunities for improvement:

The Academy was able to hire a support staff member in FY 2008. The person should completed their six month evaluation and overall is doing well.

For FY 2009, provide a timetable for those activities you plan to implement:

Interviews are underway for the part-time support staff and one law enforcement instructor position. DAS HRE Brassring was used for this process. DAS HRE Brassring and IACP and ILEA website will be used for the second law enforcement instructor position.

Retention Plan

The purpose of the department's retention plan is to retain and promote diverse and qualified talent.

The primary components of the retention portion of the template include:

- Analysis of Factors Affecting Retention in three areas – FY 2008
 - Turnover
 - Promotions
 - Employee Engagement
- Plans to Improve – FY 2009
- Self assessment

Analysis of Factors Affecting Retention – FY 2008

The following sections are intended to obtain your analysis of the following factors affecting your workforce.

Turnover

From a retention perspective, the following job classes present the greatest challenge:

Most of the Academy employees have twenty plus years of working at the Academy. The support staff position is the only one to have a change in the last two to three years. The change was due to pregnancy for the first person to leave and transfer to another state agency for the second person.

List the issues you have identified that contribute to the turnover in these classes:

Having a family for one and additional pay at another state agency for the second.

Check the methods you use to identify turnover factors (check all that apply):

☒ Exit interviews

Describe how these are conducted:

Interview conducted by support staff supervisor or director.

☐ Workforce surveys (employee engagement, satisfaction)

Describe how these are conducted:

NA

☐ Management team meetings/exercises

Describe how these are conducted:

NA

☐ Other methods (please describe):

NA

Promotions

Identify some of the most critical competencies you perceive to be most lacking in your organization. This may include any particular knowledge, ability, or skill, or personal trait:

None

Which of these same competencies are most likely to affect a decision in your organization to open a vacancy to the general public rather than as a promotional opportunity:

The Academy has little promotional opportunity as there are only the two supervisors and two classes of support staff.

Identify barriers to promotional opportunities for internal employees, such as lack of education, infrequency of suitable vacancies, geographic location, etc. :

Lack of promotional opportunity.

Indicate if and how these barriers differ for protected class employees (females, minorities, persons with disabilities):

None

Employee Engagement

Describe any activities or methods (such as surveys or interviews) your department uses to measure the engagement of your employees with your organization:

There are regular instructor meetings held every other week while officers are in training and support staff meetings held monthly. Full staff meetings are held at least twice each year. The full staff meetings usually (once a year) include discussion of what doing well, what need to improve on, vision, mission, strategy, etc.

Identify what topics you address:

- ☒ *Understanding of the organization's vision and mission*
- ☒ *Managerial approachability and style*
- ☒ *Job satisfaction*
- ☐ *Cultural inclusion*
- ☒ *Flow of and access to information*
- ☐ *Career progression awareness*
- ☐ *Work/life balance*
- ☐ *Other - Text Box*

Employees would rate the department's effectiveness in communicating the support, programs and promotional opportunities available to them as:

☐ *Good* ☐ *Needing Improvement* ☒ *Unknown*

Describe the employee communication methods used to make employees aware of the support, programs, and promotional opportunities available to them:

There have been no promotional opportunities during the last five to six years or more. Emails and regular meeting as used to communicate support, changes in policy, and programs.

Describe any changes you plan to make around employee engagement in FY 2009:

Cultural diversity training as suggested in the Diversity Task Force/DASHRE monthly training handbook - "Making a Difference with Diversity".

Plans to Improve – FY 2009

Check all programs you will implement in FY 2009 and describe how you see the program improving retention in your workforce for FY2009:

☒ *Orientation and On-boarding:*

The Academy currently does orientation for new persons.

☒ *Training and educational opportunities to support business needs and employee competencies to enhance promotional potential:*

It is part of the performance plan to have all instructors attend a national conference in their area of expertise once every two years.

☐ *Workplace accessibility (visual, physical):*

Text Box

☒ *Mentoring:*

The Support Staff Supervisor has been working with the staff to cross train each employee.

☒ *Awards and Recognition:*

The Academy routinely recognizes volunteers and employees through the Governor's Office award programs.

III. Diversity Training

AGENCY ACTION: Please provide information about diversity related training provided in FY 2008. This will be used to report FY 2008 training activities for the FY 2008 affirmative action plan year.

Director attended the required directors diversity training in June 2008.

Provide information about diversity-related training planned for FY 2009 in the text box.

The support staff supervisor will attend the required management training in October 2008. The Director plans to utilized the "Making a Difference with Diversity" during the regular staff meeting throughout fiscal year 2009. This training may go into FY 2010.

Note: Mandatory diversity training will be provided to both management and employees in FY 2009. However, include in your plan and report any other training you are planning or have done.

IV. Workforce Composition and Hiring Opportunities

AGENCY ACTION: The goal setting data to address underutilization of protected class members in underutilized job categories will be sent to you for action separately in late July as mentioned earlier in this document. This data won't be available until after the end of the fiscal year. Therefore you will not need to submit your hiring goals with this document.

We will continue to address numerical underutilization through the normal quantitative affirmative action process as you have done in the past:

- DAS will provide your agency with your department's workforce composition, average turnover, and underutilization by job class.
- Your agency will review this data and establish hiring goals for FY 2009.
- Hiring lists issued by DAS will continue to identify protected class members if the job class is underutilized. How this list is handled should be addressed in your hiring practices and procedures (Item I., above).
- DAS will calculate your year end FY 2008 protected class hiring progress.
- Your hiring progress in FY 2008 and hiring goals for FY 2009 will be incorporated into the AA/Diversity Plan Annual Report to the IGOV and Legislature, due by September 30, 2008.

You also receive periodic hiring opportunity reports that remind you of the vacancies that are currently in process for your department

As a general measure of diversity in state government, a current workforce composition report (April 17, 2008) comparing your department to the executive branch overall is provided. Please use this as needed.

V. Efforts of the Agency to Encourage and Celebrate Diversity

AGENCY ACTION: Please fill in the following text boxes for each question. This will constitute your plan for FY 2009 to encourage and celebrate diversity. Also report any FY 2008 activities.

Describe how the success of your diversity efforts advances your department's long-term strategic objectives and business goals.

The three to five year goals for ILEA include providing up-to-date and state-of-the-art training to peace officers, jailers, and telecommunicator specialists by well trained instructors with adequate equipment in a state-of-the-art facility. Improving diversity will help assure the best training for all for all persons from all backgrounds.

Describe how your managers and supervisors will be involved in diversity.

The supervisor will be attending diversity training in October 2008 and the monthly "Making a Difference with Diversity" training.

Executive Order 4 establishes the goal to be inclusive of employees with differences in age, race, creed, color, sex, sexual orientation, gender identity, national origin, religion, and disability. Describe the methods and activities you plan to initiate in FY 2009 to broaden inclusiveness for all these groups.

The Academy will be using the DAS HRE Brassring and IACP website to advertise for Law Enforcement Instructor.

The Academy trains approximately 240 new officers each year. Although the Academy is not involved in the hiring process for these individuals, the Academy works with persons with differences in age, race, color, sex, religion, and sexual orientation on a routine basis. The diversity training will help assure that all individuals are treated similarly.